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Staff Members, PS&PS

20 May 1952

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Proposed Statement of Personnel Policies

1. There is attached a proposed statement of principal personnel policies which is intended to provide a brief statement of basic principles directed primarily to higher level officials but addressed to, and for the consumption of, all levels of personnel.

2. It is understood that the Personnel Director has given a high priority to this project and it has been instructed by the Staff Chief that comments of appropriate staff members be obtained and considered before the final proposal is submitted to him. It will therefore be appreciated if you will return the attachment with your written comments by noon, 21 May 1952.

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PERSONNEL POLICIES

FOREWORD

The Central Intelligence Agency has the mission of coordinating the intelligence activities of all government departments and agencies in order to provide for the security of the nation. To perform this task properly the personnel of the Agency must have a high degree of skill, ingenuity, patience, loyalty, and perseverance. The Agency itself must be so organized and operated that we find the environment conducive to our best efforts.

All of us associated together in this task have the opportunity to contribute directly to the welfare of the United States. Each job represents an essential part of the work required to carry forward our mission. Only as each individual--whatever his duties and responsibilities--strives to excel in his assignment, can this Agency discharge the vitally important program entrusted to it. Whatever the job, each of us of CIA can derive special satisfaction and inspiration from the knowledge that through this employment we have assumed a unique responsibility of great importance to the national well being.

The functions performed by the Central Intelligence Agency involve the need to limit employment to persons whose background reflect adherence to high standards of character, associations and loyalty. Conduct and self-discipline, both on and off the job must measure up to stringent requirements. The exchange of information, and the handling of materials and documents must be precise and within established procedures. Many phases of the daily job and relationships that are "ordinary" in most organizations become "extraordinary" in the Central Intelligence Agency.

The personnel policies adopted by the Central Intelligence Agency constitute the broad, general framework for carrying on the management of the Agency's program. Full acceptance and application of these principles will provide the environment within which all staff members may be expected to produce to

the highest levels of their ability, to maintain a spirit of cooperativeness in their work, and to be loyal to the ideals of our democracy. Consideration will have to be given, of course, to the requirements of national security, but "secrecy" must not be allowed to become a screen for bad management practice.

OBJECTIVES OF PERSONNEL MANAGEMENT

The Central Intelligence Agency recognises as a fundamental requirement of effective operation, the importance of the need for establishing and maintaining mutually satisfactory and effective working relationships among all staff members. The Agency realises that its responsibilities will be performed most ably if all members understand the importance of their work and identify themselves with it. It is the responsibility of each operating official to conduct his organization in such a way that every member of his staff will feel the challenge of contributing to his full capacity in the task to be done.

It is the primary objective of the Agency's program of personnel administration to recruit, develop, and retain a staff of qualified, efficient, and well-adjusted personnel and to encourage the maximum development and use of their skills and abilities. This may be accomplished principally through proper selection, placement, upgrading, supervision, training, equitable remuneration, and maintenance of proper working conditions.

The Agency recognises that the individual's interests and rights with reference to his position are based on his ability and performance. He is entitled to fair treatment by his supervisor, equitable compensation for his services, and consideration for advancement within the Agency, without prejudice or discrimination.

The Agency intends to create and maintain an environment for work which encourages employees to grow and fosters a high degree of effort and productivity. It is essential that all officials in administrative or supervisory positions clearly understand and apply the fundamentals of enlightened personnel administration in the interest of high morale.

Supervisors have primary responsibility for success in the creation and maintenance of high morale and productivity throughout the Agency. The Personnel Office is responsible for the development and execution of policies and procedures which will provide assistance and guidance to supervisors and officials in achieving these goals.

RESPONSIBILITY FOR PERSONNEL MANAGEMENT

Because the mission of the Agency must be accomplished through the combined efforts of all staff members, it is the obligation of each supervisor to give constructive leadership in the economical utilization of the personnel resources under his direction. The supervisor is the Agency's most effective personnel manager, since it is in the day-to-day working area that the elements of sound personnel management must be applied if they are to contribute to Agency goals. Hence, an important responsibility of every official and supervisor is to see to it that these personnel policies are made fully effective.

Trained personnel staff units are maintained to give assistance and guidance to supervisors in fulfilling their personnel management responsibilities. These specialised personnel staffs also perform for the Agency ~~1/4~~ those tasks which are essential to maintain a sound personnel program but which can be more efficiently performed as a separate operation because of their technical or time-consuming character. The existence of a specialised personnel organization does not diminish the responsibility of operating officials and supervisors to promote and maintain healthy work relationships, nor can it be permitted to create any barrier between the individual and those persons in the management line who are primarily responsible for his efficiency and his morale. In summary, the Agency's personnel program is founded on the principle that personnel management is a function of supervision and that authority fully adequate to perform this function must be located at the lowest operating echelon consistent with efficient administration and effective control.

Each person who directs the work of others must assure that those under his supervision know their jobs, to whom each is responsible, the authority that goes with their jobs, the relationships of their jobs to other jobs in the organization, and the channels of communication open to them.

Experience shows that there are certain essential practices which must be observed if the objectives of this personnel policy are to be realized; accordingly, these operating standards are incorporated within this policy:

1. Responsibility for a function must be matched by the authority necessary to perform that function; weak, ineffective performance results when delegations of responsibility fail to carry with them commensurate authority or are accompanied by checks which unduly restrict freedom of action.
2. Any change in duties and responsibilities of a position or a group of positions must be preceded by definite understanding on the part of those affected.
3. An individual must not be required to report directly to more than one supervisor: Otherwise, in an effort to follow the instructions of one supervisor he may violate those given by another; because of uncertainty about what is expected in the fact of conflicting instructions, less work is accomplished; and sometimes, in order to take action, he may have to disregard both supervisors--with the result that control is lost. While technical and administrative guidance may stem from separate sources, one point must be designated as the final authority for directing the work of the individual.

4. Instructions and directions relating to work assignments will be communicated to the individual only through, or with the agreement of, his immediate supervisor.

5. Changes in an individual's work assignment or employment status will be communicated to him, after proper approvals, only by his immediate supervisor or by a higher level official with the prior knowledge of the supervisor.

~~SELECTION WITHOUT DISCRIMINATION~~

The most competent persons who meet the requirements of the job shall be recruited and selected for positions at all levels and promotions shall be made on the basis of merit and qualifications. There will be no discrimination or prejudice against an applicant or a staff member because of race, color, sex, religion, physical handicap, or national origin.

EMPLOYMENT STANDARDS

The vital importance to the national security which attaches to the work of the Agency requires high standards of employment which will attract and maintain an organization staffed with competent personnel. Therefore, the staffing program will comprise the following elements:

1. Adequate sources from which qualified personnel may be recruited will be developed and maintained.
2. Each job will be filled on a merit basis by selecting the available individual best qualified in terms of carefully determined requirements of the particular position with due consideration of the requirements of the Veterans' Preference Act of 1944, as amended.
3. Opportunity for transfer, reassignment, and promotion will be provided in order to make full use of demonstrated skills and abilities. Therefore, qualified personnel on duty will be given first consideration in filling vacancies.

PARTICIPATION OF ALL STAFF MEMBERS IN
PERSONNEL MANAGEMENT

The widest practicable opportunity will be afforded to all staff members for consultation and explanation in the formulation and development of policies affecting their employment status, working conditions, and productivity. This opportunity will be effected through positive encouragement of a free exchange between supervisory and supervised personnel of points of view and ideas in their daily work together and in regular departmental staff meetings, supervisory conferences, conferences of management and employee representatives, and other effective means.

Staff members are urged to avail themselves of these opportunities for participation. Individuals have the right to join or refrain from joining employees' organizations of their own choosing without coercion or fear of discrimination. This right, of course, must be exercised in a manner which is consistent with the special responsibilities of the Agency.

PERSONNEL EVALUATION PROGRAM

Every member of the Agency must be encouraged and assisted in developing to the level of his greatest potential contribution. Daily observation and evaluation of performance and capacities will be summarized and recorded in formal, periodic personnel evaluations. These reports will provide basic information to all officials concerned in determining merited recognition, need for further training, and potential for development, or the need for making a change in job status.

Supervisors must fully inform individuals of their duties and of the requirements of their positions. Each supervisor will use current information on the experience, qualifications and performance of each individual under his direction as a basis of planning for the training and further development of such personnel or other appropriate personnel action as may be required in individual instances. Each supervisor will discuss his evaluation and the basis for it with the individual affected in order to develop mutual understanding.

CAREER DEVELOPMENT PROGRAM

A career service within the Central Intelligence Agency must be built to meet the present and future intelligence requirements of the United States. Consistent with definite plans which arise or are anticipated, the Career Service Program seeks to ensure for every person in the Central Intelligence Agency a carefully planned development program.

This will include participation in programs for orientation and induction of new personnel, training on the job, upgrading and understudy programs, rotation, and training in supervision and management practices. Lines of advancement within the Agency must be identified, and a systematic plan of career training be developed which is based upon established standards of training and experience required for advancement from one job to another.

EMPLOYMENT BENEFIT PLANS

All personnel will be granted substantially the same or greater benefits with respect to leave, injury and disability compensation, special allowances, holidays, and retirement as are granted to other Federal employees. Information of these plans must be given on an individual basis as specific details vary according to employment status.

SALARY AND WAGE ADMINISTRATION

Salaries and wages shall be administered so as to compensate personnel equitably with due regard to the relative value of the positions, and with provision for pay increases after reasonable periods of satisfactory service.

Determination of the relative value or grade of positions will be based upon systematic analysis of the differences in the requirements of the positions in comparison with approved and established Agency standards.

Salaries for graded positions will be established in conformance with the pay scales of the Federal Classification Act. Wage rates for ungraded positions will be established after consideration of rates paid for similar work by other government and private employers in the same locality. In so far as possible, The Agency will adhere to the principles and requirements of the Classification Act of 1949, as amended.

The method by which the rate of pay for his job is determined must be explained on an individual basis as the schedules vary for different types of positions

SETTLEMENT OF GRIEVANCES

Supervisory and supervised personnel have an obligation to make every effort to resolve employment relations problems as they arise before they become formalized grievances. Failing prompt and satisfactory adjustment of any grievance, by each informal action, appeal may be made by personnel at any work level to the appropriate higher authority. Individuals presenting grievances will be free from any interference, restraint, or reprisal. Assistance and advice as to the procedural requirements will be given by the Personnel Office upon request.

INVOLUNTARY SEPARATIONS

It is the policy of the Central Intelligence Agency to retain competent personnel on the basis of merit without discrimination regarding favoritism, marital status, sex, race, color, religion, or external pressure. When it is necessary to reduce employment, the selection of employees for retention will be on the basis of relative qualifications for the work remaining to be done and with proper consideration of veteran status, length of Federal service, and performance record.

Personnel who have completed the probationary period will not be separated involuntarily (except for reduction in force, security reasons, for cause - misconduct, delinquency, etc.) unless there is a prior notice informing the person concerned in what respect his services were unsatisfactory and unless he has been given reasonable opportunity to improve or to correct objectionable traits.

Such personnel will be demoted or discharged for cause only after he has been given (1) a statement of the reasons for the proposed action, (2) an opportunity to reply, and (3) an opportunity to appeal the decision. He may, however, be put in suspension status without pay pending final determination.

Under the provisions of the National Security Act of 1947, the Director of Central Intelligence has the authority to terminate the services of any member of the Agency when he feels that such action is advisable in the interest of the United States. This action cannot be appealed.

HONOR AND INCENTIVE AWARDS PROGRAM

Honor and incentive awards are granted in recognition of superior accomplishment, meritorious service, and suggestions adopted to improve the efficiency and effectiveness of Agency operations.

Supervisors are encouraged to make full use of this program for obtaining material recognition of outstanding performance of individuals. All personnel are encouraged to contribute their suggestions for improving procedures and operations. Such suggestions, when adopted and when not a responsibility of the suggester's official assignment, will be ~~1/4~~ ~~1/4~~ rewarded in proportion to the value of the result to the Agency.

CONCLUSION

The principles incorporated into the foregoing statement of personnel policy set a high standard to be met by the Central Intelligence Agency. Application of these principles must be an integral part of the daily work of supervisors at all levels and of all other personnel. The Agency will take such action as is appropriate to implement the policy, to evaluate the adequacy with which the ~~of~~ policy meets current program needs, and to assure performance in accord with the policy.

Many of the principles have been implemented through the development of regulations and procedures. As additional experience is gained in the continuous task of achieving these aims, it is expected that all personnel will express their views and suggestions.